

VCGI Strategic Plan

In support of all stakeholders in the VT Geospatial Community

Produced by VCGI Staff
For implementation during the years 2012 – 2015

September 2012

Introduction

Vermont has had a statewide GIS program for geographic information and related technology since the late 1980s, known as the Vermont Geographic Information System (VGIS), which has been managed by the Vermont Center for Geographic Information, Inc. (VCGI). The General Assembly first authorized statewide geographic information activities in 1988 through the state's Growth Management Act, and has provided geospatial technology direction in actions taken since then. It subsequently created VCGI in 1992. Act 204 of 1994 reauthorized and established it as a public, not-for-profit corporation and a "body corporate and politic, and a public instrumentality of the state," establishing public purposes, but allowing governance by an independent board. VCGI is charged by statute (10 VSA 122) with developing and implementing a *comprehensive strategy* for the development and use of a Vermont geographic information system (VGIS).

VCGI manages a clearinghouse for Vermont GIS data and provides access to GIS services and expertise to State Agencies as well as academic, public and private entities in Vermont.

This is a three year Strategic Plan to be implemented during the 2012 to 2015 timeframe. The Objectives, Activities and Metrics in this plan will be reviewed once a year during that period. Revisions to the plan may be made as a result of that review.

Description of the Process – Appreciative Inquiry

Appreciative Inquiry is an organization development method that builds on what an organization already does well versus attempting to “fix” things it doesn’t. Put another way, it endeavors to “build on islands of success” rather than “focusing on oceans of failure” until the things that don’t work are crowded out by the things that do. A primary tenet of this approach is the power of the questions we ask, otherwise known as “Is the glass half full or half empty” expression, and how these questions tend to focus our attention in certain directions. Following this premise, the framing of strategic questions bias the outcome(s) towards either what doesn’t work or what does: 1) The traditional “deficiency model” asks “what’s the problem”; vs. 2) The AI “asset based model” asks “what’s already working”?

Employing “AI” knowledge gained by staff training from The Vermont Leadership Institute, VCGI staff attended an offsite workshop to start working through the process. Staff initially focused on questions designed around a topic “framed” by the Executive Director and senior staff, i.e., “VCGI creates the best services for the VT GIS user community”. Contemplating these questions, the group brainstormed response “statements” that were in turn, distilled into common themes. Using the themes as guidance in conjunction with a vision of VCGI’s “best possible future”, i.e., What does VCGI look like in five years based on a best possible future?, a total of seven foci bubbled to the top of how best to achieve this future state. Finally, a process of comparing the present state to the future ideals was identified along with both steps and their associated metrics to help lead the organization to the desired future state.

VISION

VCGI is the nexus of GIS in the VT GIS Community.

MISSION STATEMENT

Vermont Center for Geographic Information, Inc. (VCGI) will deliver high quality geospatial data, standards, services, solutions and information to our customers and stakeholders using methods that are innovative, client-focused and consistent with our enabling legislation.

VCGI will provide strategic leadership and promote awareness and open communication in support of the VT GIS community.

VCGI will establish the infrastructure necessary to support financially responsible business activities and challenge all employees in an engaging and supportive environment.

Strategic Objectives

Objective 1

1.0 VCGI is the recognized clearinghouse for GIS data in the state.

1.1. Activity - Improve data warehouse architecture.

Metric - Monitor percent complete and survey feedback.

1.2. Activity - Improve marketing of our capabilities.

Metric - Monitor web stats.

1.3. Activity - Make it easier to use the warehouse for publishers and consumers.

Metric - Monitor web stats of consumers.

Metric - Track submissions and updates of publishers.

1.4 Activity - Assist consumers and publishers using the clearinghouse.

Metric - Use of customer surveys.

1.5 Activity - Improve turnaround time for release of new updated data and services.

Metric - Monitor and measure turnaround on data and services.

1.6 Activity - Become best and most useful data portal solution.

Metric - Monitor web stats.

Metric - Use of customer surveys.

1.7 Activity - Expand warehouse to include web service.

Metric - Monitor percent complete.

1.8 Activity – Provide data and web service hosting options to EGC partners.

Metric – Publish and maintain data and web service hosting offerings that are used by 1 or more EGC partners

Objective 2

2.0 VCGI is the foundation of GIS activity in the state

2.1 Activity – Become a recognized GIS policy resource in the state.

Metric - Increased involvement with legislative activities and administrative task forces and groups.

2.2 Activity – Provide primary support to EGC & Enterprise GIS initiatives

Metric – Measure completion of tasks in the EGC strategic plan

2.3. Activity - Market VCGI role as state GIS Coordinator

Metric - Monitoring level of involvement with legislature and administrative initiatives

2.4 Activity - Build & maintain relationships with GIS partners & identify important committees

Metric – Increased involvement with GIS partners and important committees.

2.5 Activity - Advocate for geospatial leadership position w/CIO

Metric - Established and recognized position created at the state level

Objective 3

3.0 VCGI uses all avenues available to effectively communicate relevant geospatial information

3.1 Activity – Make outreach a shared responsibility

Metric - Monitor contributions by staff members to outreach efforts.

3.2 Activity – Develop and implement an outreach and marketing plan

Metric – Plan has been drafted, approved and implemented.

Metric - Conduct comprehensive reevaluation of VCGI's Outreach/feedback/solicitation efforts and report findings to group for action.

3.3. Activity - Make outreach a shared responsibility

Metric - Monitor contributions by staff members to outreach efforts focused on GIS and IT trends..

3.4 Activity - Develop and implement an outreach and marketing plan

Metric – Plan has been drafted, approved and implemented.

3.5 Activity - Improve marketing of VCGI capabilities and services to state government

Metric – Develop a State Marketing Plan

3.6 Activity - Establish support mechanism(s), e.g., help desk.

Metric - Help desk or other mechanism has been established and customers are aware of it.

Objective 4

4.0 VCGI has extensive and forward looking geospatial expertise

4.1 Activity – Employees devote time to learning more to keep our expertise current, e.g., training.

Metric - Employees attend at least one training each year.

4.2 Activity – Cross Train Employees

Metric – Primary and secondary POC for each technical role supported by sufficient skills to execute roll.

4.3. Activity - GISP certification for technical staff

Metric - Technical staff maintain GISP certification

4.4 Activity - Maintain awareness of GIS and IT trends relevant to users

Metric – Level of staff contribution to outreach efforts focused on GIS and IT trends.

4.5 Activity – Professional Involvement

Metric - Track professional involvement by staff

Objective 5

5.0 We are proud to be part of this organization

5.1 Activity – Pursue team building opportunities

Metric - One team building opportunity per year.

5.2 Activity – Customers are satisfied with products and services

Metric – 50% or more of all feedback is at level “highly satisfied” or greater.

5.3. Activity - Motivated and engaged staff pursuing the organizational mission

Metric - One or more innovative solutions per year

Metric - Performance based compensation

5.4 Activity - Staff engaged in decision making

Metric – Regular staff meetings

Metric - One or more staff present at every board meeting

Objective 6

6.0 We anticipate the needs of our clients, transforming them into opportunities

6.1 Activity – National, regional and state community involvement

Metric - Engaged in professional activities identified by GISP ongoing certification

6.2 Activity – Research and Identify the needs of our customers

Metric – Customer survey provides clearly identified needs

Metric - One-on-one meetings with key constituents, e.g., EGC partners

Metric - Outreach coordinator identifies needs at outreach events

6.3. Activity - Research and testing of new and/or promising solutions

Metric - Quarterly internal presentations on new and promising solutions

6.4 Activity - Integrate emerging solutions with customer needs

Metric – Implement one or more new solutions per year

Metric – Each employee presents on one or more new solutions at staff over the course of a year.

6.5. Activity - Identify priorities for an annual workplan

Metric - Integrate one or more priorities into an annual workplan

Objective 7

7.0 Our clients are highly satisfied with our products and services.

7.1 Activity – Conduct exit interviews and/or satisfaction surveys with project clients

Metric - Receive greater than 50% “highly satisfied” response.

7.2 Activity – Continue outreach surveys (for issues “actionable” by VCGI)

Metric – 50% or more of all feedback is of level “highly satisfied” or greater.

7.3. Activity - Integrate customer feedback into improving products and service(s)

Metric - Document and track feedback and action.